



THE RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL ENTREPRENEURSHIP FROM EMPLOYEE PERSPECTIVES

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ABSTRACT

The purpose of this study was to investigate the relationship between knowledge management and organizational entrepreneurship from the viewpoint of employees of Sarab, Sama and Mehrban Islamic Azad University. The statistical population in this research was all staff of Sarab, sama and Mehrban Islamic Azad University (84 people) includes (25 official definitive, 15 official trial, 44 contractual). This research in terms of type of method is descriptive-survey and in terms of purpose is applied. The data were analyzed using SPSS software and the results of the analysis of hypotheses show that there is a significant relationship between knowledge management (culture, process of operation, policies, technology) with organizational entrepreneurship.

KEYWORDS: Knowledge Management, Organizational Entrepreneurship, Islamic Azad University.

1. INTRODUCTION:

We live in a world that is undergoing rapid and inevitable changes due to globalization. In this world, the economy has moved towards a knowledge-based economy and has challenged many of the existing equations of the countries, which is the result of information and communication technology (Norouzian, 2005).

In the present age, the intellectual structure needs to be filled with deepening of information and attention to the participation of creative and knowledge-based human resources in place of functional human resources. Therefore, vigilant management seeks to make it more and more effective to use a tool called knowledge to confront and deal with factors of uncertainty, maintain a position and create creativity and innovation to expand its competitive environment. As an organization, it values its knowledge management as one of the strategic and necessary requirements for the pursuit of competitiveness in its priority areas (Akhavan and Boali, 2010).

According to some experts, enterprise entrepreneurship is one of the most important forms of strategic renewal, profitability and innovation. And some have introduced it as one of the factors of production, capital and labor (Yousefi Haghivand and Khosravi Pour, 2012).

Organizations should balance the knowledge management activities quickly in order to use knowledge. Generally, establishing such a balance requires changes in organizational culture, technologies and techniques. Some organizations believe that knowledge can be managed by focusing only on individuals, technology and techniques (Gantt Deew, 2005).

The most basic characteristic of smart organizations in the 21st century is the emphasis on knowledge and information. Knowledge is a powerful tool that can make changes in the world and make innovations possible (Mohammadi Fateh et al., 2008).

Knowledge management provides access to experiences, knowledge and skills that combine new capabilities, higher performance capability, creativity and innovation, better use of existing knowledge of the organization, and better use of knowledge in the day-to-day business process in the organization (Ansari, 2010).

The organizational and management knowledge over the last 100 years has undergone fundamental changes. In the early 1980s, organizations were keen on creativity and innovation to accelerate change. Organizations today need to be innovative to survive, so the best way is to encourage creative people to become entrepreneurs in the organization's structure. This will be done by allowing them to gain freedom of action and resources. So that they can better pursue their goals. Some managers tend to change the future and think they have the ability to make a successful change within the organization; other managers are looking for organizational stability and are opposed to changes in the organization. Managers of the first category are managers of the busiest entrepreneurs and managers of the second category (Delaware, 2011).

The entrepreneurial process is a dynamic process, including opportunities, individuals, organizational contexts and constraints, risks, innovations and resources. More and more, the ability of an organization to compete in the global village is defined by the ability to manage organizational knowledge and their

employees' knowledge, although more than this knowledge management was used only in the knowledge-based industries such as software, biotechnology, medical industries, etc. The title of a process is entrepreneurship applicable to all types and sizes of the organization (Yousefi Haghivand and Khosravi Pour, 2012).

But today it has become an important issue in various types of organizations and industries, and today it is safe to say that organizations that have created an environment for knowledge management have the potential to grow and grow (Ansari, 2010).

Today's world certainly has some special features. One of the features of the present age is the dramatic change in mindset, ideology, social values, methods of doing work. Organizations are among the phenomena heavily influenced by these changes. Most of the changes that organizations face is that it has such an acceleration and strength that in the current world of competition, it cripples any kind of resistance and pushes it all together (Heydari et al., 2011).

On the other hand, the speed of innovation has increased so much that changes and initiatives have become commonplace, and what organizations consider as competitive advantages over their competitors, are quickly mimicked by others, reducing their importance. These cases have put organizations at risk in high risk and find solutions as a permanent concern for managers of companies and organizations. It is here that the importance of creative and innovative human resources, in other words, corporate entrepreneurs, becomes more prominent, and only with the presence of such individuals that an organization is able to innovate and survive competition. The ability to create competitive advantage is one of the most important factors in organizational survival. One of the most important and fundamental mechanisms of creating a sustainable competitive advantage in today's dynamic environment is the use of innovation in products and services (Shahrakipour et al., 2010).

Today's widespread changes and competitive dynamics have led smart organizations to create a position that can attract, manage, and keep creative and entrepreneurial people more and more in order to benefit from the benefits of enterprise entrepreneurship. Today, organizations can overcome a limited number of creative and entrepreneurial entrepreneurs by implementing an entrepreneurial plan on flexible, innovative and opportunistic competitors. They should provide a place for all employees to find entrepreneurial spirit and can easily individually or collectively implement their entrepreneurial activities (Samadaghayi, 1999).

In expressing the necessity of research and research in the field of knowledge management in universities, it is believed that, despite the popularity of knowledge management in the field of business and economics, universities have not yet gained their place in management. While universities are considered to be research centers as sources of knowledge generation, they should be leaders in the use of knowledge management in the community.

Danport & Procurement (2009) believe that knowledge management in leading organizations helps to create a culture of knowledge sharing among employees, and creates value through the transformation of personal capital into organized intellectual property for the organization.

Scott (2008) regards knowledge-based organization as an organization whose

creation and knowledge sharing process have been internalized and as a way to guide the operation (Nikpour and Salajeghet, 2010).

Multiple researches and investigation have so far been conducted on Knowledge Management and Organizational Entrepreneurship, which can be cited as follows.

Fattah et al. (2010) investigated the relationship between knowledge management and organizational health with employees' entrepreneurship in the social security organization. Pearson correlation coefficient, multivariate regression, one way ANOVA and Pearson test showed that:

1. There is a significant relationship between knowledge management and employee entrepreneurship variable.
2. There is a significant relationship between organizational health and employees' entrepreneurship.
3. The variables of knowledge management and organizational health in general have accounted for about 58% of the variations in the level of entrepreneurship among employees.
4. There is a significant difference between the level of entrepreneurship based on the level of education and the years of service (Fattah et al., 2010).

Kushki Jahromi and Budalayi (2010) in a research study the relationship between organizational factors of knowledge management and organizational entrepreneurship. The findings of this study suggest a positive and significant relationship between the two variables of the organizational factors of knowledge management and entrepreneurship in Iran Khodro. In other words, knowledge management in the organization can be considered as the basis for the emergence of organizational entrepreneurship (Kushki Jahromi and Budalayi, 2010).

Accordingly, the present study seeks to investigate the following hypotheses.

1. There is a relationship between knowledge management and organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.
 - 1.1. There is a relationship between culture with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.
 - 1.2. There is a relationship between the process of practice and organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.
 - 1.3. There is a relationship between politics and organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.
 - 1.4. There is a relationship between technology with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

2. TOOLS AND TECHNIQUES:

This study is descriptive-survey based on the type of method, and is "applied" in terms of purpose. In this research, independent variable, "knowledge management" and dependent variable, "enterprise entrepreneurship" are considered.

The statistical population of this research includes all employees (official formal, official test, contractor and individual contractor) of Sarab, Sama and Mehrban Azad University. The total number of employees is 84, as shown in Table 1, by staff.

Table 1: Statistical Society - Employee Information in the Statistical Society

No	Staff	Sarab Islamic Azad University	Sama School Sarab	Mehrban Islamic Azad University
1	Official definitive	25	-	-
2	Official Trial	6	9	-
3	Contractual	39	2	3
Total		70	11	3

Since the number of people in the statistical community is limited and considering that there may be some people on leave or do not complete the questionnaire because of a busy or unwillingness and also considering that, in order to obtain a reliable result, the researcher has enough questionnaires. It was decided to distribute the questionnaire among all staff and after collecting questionnaires and isolating the questionnaires that were incompletely answered, the completed questionnaires, which were completely completed, containing 56 questionnaires were analyzed.

To collect data from the statistical sample, in order to test the hypothesis of this

research, a questionnaire was used which was adjusted according to the research and operational variables. Also, the library method and the use of resources such as books, articles and various journals, Internet, and dissertations have been used in literature and research records.

Descriptive and inferential statistics were used to analyze the data obtained from the collected questionnaires. Descriptive statistics were used to categorize, describe and describe the collected data. To test the hypotheses and to calculate the results, inferential statistics were used with SPSS software. So, for descriptive analysis of the research data, using frequency distribution table and descriptive statistics charts and graphs such as mean, mean and median of standard deviation, variance and skewness coefficient were used. To analyze the data inferential, with the help of the test, statistical hypothesis was rejected or confirmed by the hypothesis of the research. The Pearson relationship test was used to test the research hypotheses. In this analysis, normal distributions and test statistic are used. In the next stage, using the hypothesis tests, the results of each of the three hypotheses were analyzed. Also, Friedman test was used to rank the hypotheses.

3. RESEARCH FINDINGS:

Test of Hypothesis 1: There is a relationship between organizational commitment and organizational citizenship behavior among staff of Sarab, Sama and Mehrban Islamic Azad University.

H1 There is a relationship between organizational commitment and organizational citizenship behavior among the staff of Sarab, Sama and Mehrban Islamic Azad University.

H0 There is no relationship between organizational commitment and organizational citizenship behavior among the staff of Sarab, Sama and Mehrban Islamic Azad University.

Table 2: Pearson r test to determine the relationship between knowledge management and organizational entrepreneurship

Enterprise Entrepreneurship	Knowledge Management	
0.662	1	Pearson relationship knowledge management Sig.(2-tailed) N
000.0	0	
1	56	
1	0.662	Pearson relationship Enterprise Entrepreneurship Sig.(2-tailed) N
0	000.0	
56	1	

As it is seen in table (2), at the significant level of two domains, the significance level of Pearson's test r is 0.000 and this level is less than the minimum level of 0.05 and also with regard to the value of r , is calculated to be 0.662, and this value is from 0.148 and critical values of R-Pearson at a confidence level of 95% and the degree of freedom is 44, there is a significant relationship between the two variables in hypothesis 1, so the hypothesis H1 is accepted and the hypothesis H0 is rejected. In other words, there is a relationship between knowledge management and organizational entrepreneurship from the viewpoint of the employees of, Sarab, Sama, and Mehrban Islamic Azad University.

Hypothesis 1.1: There is a relationship between culture with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

H1 There is a relationship between culture with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

H0 There is no relationship between culture with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

Table 3: Pearson R Test for Determining Cultural Solidarity with Organizational Entrepreneurship

Enterprise Entrepreneurship	Knowledge Management	
0/458	1	Pearson relationship Culture Sig.(2-tailed) N
000/0	0	
56	56	
1	0/458	Pearson relationship Enterprise Entrepreneurship Sig.(2-tailed) N
0	000/0	
56	56	

As it is seen in table (3), at the significant level of two domains, the significance

level of Pearson test was 0.000 and this level is smaller than the minimum level of 0.05 and also, according to the calculated value of r , is 0.458, and this value is from 0.148 critical values of r -Pearson at a confidence level of 0.95 and a degree of freedom of 44 is greater, there is a significant relationship between the two variables in hypothesis 1.1, so the hypothesis H1 is accepted and the hypothesis H0 is rejected. In other words, there is a relationship between culture with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

Hypothesis 1.2: There is a relationship between the process of practice and organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama, and Mehrban Islamic Azad University.

H1 There is a relationship between the process of practice and organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

H0 There is no relationship between the process of practice and organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

Table 4: Pearson R test to determine the correlation of the process with organizational entrepreneurship

Enterprise Entrepreneurship	The process of action	
0.543	1	Pearson relationship The process of action Sig.(2-tailed) N
000.0	0	
56	56	
1	0.543	Pearson relationship Enterprise Entrepreneurship Sig.(2-tailed) N
0	000.0	
56	56	

As it is seen in table (4), at the significant level of two domains, the significance level of Pearson test was 0.000 and this level is smaller than the minimum level of 0.05 and also, according to the calculated value of r , is 0.543, and this value is from 0.148 critical values of r -Pearson at a confidence level of 0.95 and a degree of freedom of 44 is greater, there is a significant relationship between the two variables in hypothesis 1.2, so the hypothesis H1 is accepted and the hypothesis H0 is rejected. In other words, there is a relationship between the process of doing business with organizational entrepreneurship from the perspective of the employees of Sarab, Sama and Mehrban Islamic Azad University.

Hypothesis 1.3: There is a relationship between politics and organizational entrepreneurship from the viewpoint of the staff of Sarab, Sama and Mehrban Islamic Azad University.

H1 There is a relationship between politics and organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

H0 There is no relationship between politics and organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

Table 5: Pearson's R-test for determining the correlation of policies with organizational entrepreneurship

Enterprise Entrepreneurship	Politics	
0.647	1	Pearson relationship Politics Sig.(2-tailed) N
000.0	0	
56	56	
1	0.647	Pearson relationship Enterprise Entrepreneurship Sig.(2-tailed) N
0	000.0	
56	56	

As it is seen in table (5), at the significant level of two domains, the significance level of Pearson test was 0.000 and this level is smaller than the minimum level of 0.05 and also, according to the calculated value of r , is 0.349, and this value is from 0.148 critical values of r -Pearson at a confidence level of 0.95 and a degree of freedom of 44 is greater, there is a significant relationship between the two variables in hypothesis 1.3, so the hypothesis H1 is accepted and the hypothesis H0 is rejected. In other words, there is a relationship between policies with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

Hypothesis 1.4: There is a relationship between technology with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and

Mehrban Islamic Azad University.

H1 There is a relationship between technology with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

H0 There is no relationship between technology with organizational entrepreneurship from the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University.

Table 6: Pearson's R test to determine the correlation of technology with enterprise entrepreneurship

Enterprise Entrepreneurship	Technology	
0.736	1	Pearson relationship Technology Sig.(2-tailed) N
000.0	0	
56	56	
1	0.736	Pearson relationship Enterprise Entrepreneurship Sig.(2-tailed) N
0	000.0	
56	56	

As it is seen in table (6), at the significant level of two domains, the significance level of Pearson test was 0.000 and this level is smaller than the minimum level of 0.01 and also, according to the calculated value of r , is 0.736, and this value is from 0.148 critical values of r -Pearson at a confidence level of 0.95 and a degree of freedom of 44 is greater, there is a significant relationship between the two variables in hypothesis 1.4, so the hypothesis H1 is accepted and the hypothesis H0 is rejected. In other words, there is a relationship between technology with enterprise entrepreneurship from the viewpoint of the employees of Sarab, Sama, and Mehrban Islamic Azad University.

4. CONCLUSION:

Conclusion from the first hypothesis of the research: In this hypothesis, the relationship between organizational culture and entrepreneurship from the viewpoint of employees of Sarab, Sama and Mehrban Islamic Azad University was investigated. According to the results of the analysis, the first hypothesis of the research, namely, between culture and organizational entrepreneurship, has a meaningful relationship with the viewpoint of employees of Sarab, Sama and Mehrban Islamic Azad University. And this hypothesis was confirmed. Therefore, managers in the organization should create conditions that take into account the values and beliefs of the organization's members in relation to the concepts of information and knowledge.

Conclusion from the second hypothesis of the research: In this hypothesis, the relationship between the process of action and organizational entrepreneurship from the perspective of employees of Sarab, Sama and Mehrban Islamic Azad University was investigated. According to the results of the analysis, the second hypothesis of the research is between the process of action and the organizational entrepreneurship from the viewpoint of employees of Sarab, Sama and Mehrban Islamic Azad University. And this hypothesis was also confirmed. Therefore, managers in the organization should pay attention to how people use information and knowledge in their organization, so that it can be easily and easily organized in the organization.

Conclusion from the third hypothesis of the research: In this hypothesis, the relationship between politics and organizational entrepreneurship from the viewpoint of employees of Sarab, Sama and Mehrban Islamic Azad University was investigated. According to the results of the analysis, the third hypothesis of research, that is, between politics and organizational entrepreneurship, has a meaningful relationship with the viewpoint of the employees of Sarab, Sama and Mehrban Islamic Azad University, and this hypothesis has been confirmed. Therefore, managers should eliminate the barriers that arise in the process of sharing knowledge and information in the organization.

Conclusion from the fourth hypothesis of the research: In this hypothesis, the relationship between technology and enterprise entrepreneurship was examined from the viewpoint of employees of Sarab, Sama and Mehrban Islamic Azad University. According to the results of the analysis, the fourth hypothesis of the research, namely, between technology and enterprise entrepreneurship, has a significant relationship with the viewpoint of employees of Sarab, Sama and Mehrban Islamic Azad University, and this hypothesis has been confirmed. Therefore, managers should make the necessary assessments of what information systems exist in the organization and ultimately provide necessary checks on the systems needed by employees to better share information and knowledge. The findings of this research indicate that there is a significant relationship between knowledge management components and organizational entrepreneurship. In the dimension of knowledge management, the findings of this study are fully consistent with the results of Fattah (2010) at Roodehen and Kuhshaki Jahromi Azad University (2010) regarding the relationship between knowledge management and organizational entrepreneurship.

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